

## Spurring INnovations for forest eCosystem sERvices in Europe

Project no. 773702

Start date of project: 1 January 2018

Duration of project: 48 months

H2020-RUR-05-2017 Novel public policies, business models and mechanisms for the sustainable supply of and payment for forest ecosystem services

### D5.5 Awareness raising and capacity building campaign – update

Due date of deliverable: **30 April 2019**

Actual submission date: **30 April 2019**

Organisation name of lead contractor for this deliverable: **IUCN**

Dissemination level: **PU**



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 773702.

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## Reference

Van Ham, C., Reilly, K., Adams, S., Martins, I., Evangelista, M. (2019). SINCERE Awareness raising and capacity building campaign – update. Deliverable D5.5. H2020 project no.773702 RUR-05-2017 European Commission, 63 pp.

## Executive summary

This document provides an update to the awareness raising campaign as first defined in SINCERE deliverable 5.4. It provides an update of consultations with the SINCERE Innovation Actions that is used to further develop plans for awareness raising activities. Such activities are identified and further elaborated in this document, including guidelines for videos produced in the SINCERE Innovation Actions (IAs, i.e. case studies), messages for social media cards, and a toolkit for forest ecosystem services. Strategies for the development of further activities are presented, such as identifying feasible options for awareness raising events for the general public in the SINCERE IAs. Consideration is also given to measuring the impact of the awareness raising campaign.

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## 1. Introduction

Society is demanding more and more from forests. Balancing these demands with the provision of ecosystem services is increasingly required in the protection and management of European forests. The SINCERE project aims to develop innovative business models and policies to connect profitable forest management with societal demands from forests. For such innovative mechanisms to be understood and thus be locally accepted, it is necessary to raise awareness amongst local stakeholders of the issues at stake, particularly the benefits that forests provide and of the contributions such mechanisms can make. It is also necessary to build the capacity to sustain the provision of those benefits and support the implementation of innovative mechanisms.

To reach this goal, the SINCERE awareness-raising campaign targets key stakeholders at local scale in the SINCERE innovation actions (IAs, i.e. case studies) to meet several specific objectives:

1. Support SINCERE IA leads with communicating with stakeholders and engaging local media;
2. Raise awareness amongst different stakeholder groups of the benefits of forest ecosystem services (through IA leads); and
3. Provide knowledge, best practices and tools (planning and management, business models, financing, policy, good practice examples) for different stakeholder groups to contribute to the protection and restoration of forests and the ecosystem services they provide (through IA leads).

The awareness raising campaign uses the ‘train the trainer’ concept and takes the form of a package of materials made available to IA leads (and local stakeholders) to put into place at local scale and translate to the local language if required. It is designed to meet the communication needs in each IA and targets specific local stakeholder groups. The materials provided in the package therefore vary between IAs depending on their preferences and needs, although all can make use of the material as needed. The situation in the IAs is likely to be dynamic, and may change as the project progresses.

This document represents an update to the awareness raising campaign described in SINCERE deliverable 5.4. It outlines the outcome of further consultation with the SINCERE partners leading the IAs and includes awareness raising products that have been further developed and plans for upcoming products, which will be developed and released as other outcomes from the project become available.

## 2. Further assessment of needs and expectations of SINCERE innovation actions

The SINCERE awareness raising campaign primarily takes place at local level in the SINCERE IAs supported and amplified by project-level communications. It is therefore important that the campaign is driven by the needs and preferences of the SINCERE partners who lead the IAs and reflects their diversity of actions and awareness levels.

The development of deliverable 5.4, which outlined the awareness raising campaign and defined its first steps, was informed by a round of consultations with individual IA leads in autumn 2018. This deliverable (5.5) further develops ideas collected during these consultations, and was informed by more recent discussions at the SINCERE [co-design event](#), attended by IA leads and stakeholders, and mini workshops at the SINCERE general assembly. Both events took place in January 2019. Discussions at the co-design event primarily took place with local and EU-level stakeholders and between IAs and other SINCERE partners. They revealed challenges with local awareness of forests and forest ecosystem services amongst the public and stakeholders, as well as aspects that were working well. The mini workshops at the general assembly were specifically focused on discussing needs in more detail and collecting ideas and preferences for components of the awareness raising campaign.

Several challenges were identified during the discussions. The IAs are very different in terms of the current level of awareness amongst the public and stakeholders, their preferences for current communication strategy, and which issues they wish to communicate or explain to the public and stakeholders (i.e. communication messages). Furthermore, many IAs need to reach different groups with different messaging needs, including urban populations, rural populations, children, and others. The work done in the SINCERE IAs and their messages must eventually be linked to the overarching project outcomes and messages on forest ecosystem services. It was suggested that the awareness raising campaign focuses on the benefits of forests for people and the potential for payment mechanisms to optimise those benefits. Such messaging is important to build public understanding of and support for forests and their services. However, the general public is not familiar with the ecosystem services terminology, including the different categorisations of services, which means that messages need to be translated and adapted to reach people effectively. It is also necessary to support IAs in engaging local citizens (in addition to the stakeholders already engaged through the IA multi-actor groups (MAGs)) beyond messaging support. In the future, options for ongoing engagement activities and pathways to support this work will be discussed in more detail with each IA at regular intervals.

Most IAs' specific needs had not significantly changed since the round of consultations carried out in autumn 2018. However, the Peruvian IA lead raised that the communication and awareness raising approach of the project is largely Eurocentric and not appropriate for their local circumstances. Furthermore, there are local language, cultural and political differences between groups involved in the innovative mechanism in this case. Therefore, communication and stakeholder engagement in this case is taking place in a locally-specific manner that is sensitive to these issues. In the Basque IA, the focus is on explaining the need for a legislative change to improve provision, valuation and monitoring of forest ecosystem services and to build consensus

for the change. The messages and communications produced will be translated for the local context.

Several ideas for awareness raising products were gathered. These are incorporated into the planning for the current and upcoming awareness raising activities summarised in Table 1 in chapter 3.

A capacity building webinar had been anticipated; however, the majority of IA partners did not perceive the need for a webinar at present. The reasons for this included an over-supply of webinars, difficulty in reaching all relevant audiences in one webinar, and a lack of translation to the IA local language being a barrier to reaching local stakeholders. The Finnish IA requested targeted capacity support with non-monetary valuation of ecosystem services which was resolved bilaterally within the project consortium.

### 3. Overview of ongoing and planned activities

The activities that are currently ongoing and planned as part of the awareness raising campaign build on the foundations defined in Deliverable 5.4 that have been and will be further developed as the project progresses (Table 1). At this stage in the project, the focus is on relatively general messages from IAs that are understandable for the public and local stakeholders and communicated through channels such as social media, videos, factsheets and local meetings. As the innovative mechanisms develop, the messages will be adjusted to be more specific and targeted. This will require close cooperation with IAs as the project evolves. Similarly, as the overarching research and policy work progresses in the rest of the project, IAs will be supported in making links between the focused work conducted at local level and the overall outcomes of the project. Global and European developments on forest management and governance of relevance to the stakeholders will be followed, compiled in a user friendly format and channelled to the IAs. Therefore, these activities will be adjusted and added to in future iterations of the awareness raising campaign.

*Table 1. Activities ongoing and planned as part of the awareness raising campaign.*

Activity	Description	Status
<b>Ongoing activities</b>		
Social media cards to communicate key messages	A set of social media cards with 1) general messages on forest ecosystem services and forest management and 2) IA-specific messages (where relevant). The cards are editable to be translated and adjusted as necessary, and can be used on both the project social media and relevant accounts at local level in the IAs.	General social media cards on the benefits forests provide have already been developed and used on project social media. The other cards are included in this deliverable (chapter 4) and will be used on project social media in the near future and made available to IAs. As more specific outcomes of the IAs become available, messages will be refined to become more specific and more targeted.
Short videos from each IA: 1 forest introduction video and 1 stakeholder interview video	A set of guidelines for IAs to produce and translate short videos to introduce their forest and reflect on the forest and SINCERE through interview(s) with local stakeholder(s).	Guidelines for the two video types have been produced (chapter 5) and shared with the IAs. It is recommended that the stakeholder interviews are conducted at the second MAG meetings (ongoing at time of writing) and the forest introduction videos are produced at an appropriate moment for the forest according to local conditions. Once the videos are received, they will be shared through the project's website and social media, as well as at local level in the IAs. The forest introduction videos will be compiled



Activity	Description	Status
		into one for use at project level.
Short videos with EU-level stakeholders/ stakeholders that have implemented innovative mechanisms	These videos will take a broader perspective on the innovative mechanisms being tested in the SINCERE IAs. They will consist of interviews with either 1) stakeholders at EU level (policy, associations, networks) or 2) stakeholders who have implemented similar mechanisms elsewhere.	A concept for these videos has been produced (chapter 6), as well as a first identification of potential interviewees and interview questions. These videos will be made by following the same guidelines already developed for the short videos from each IA (chapter 5).
Factsheets on each IA	Factsheets with a consistent structure that introduce and explain each IA, its objectives, challenges and key messages. The factsheets will introduce the IAs on the project website and will also be used as standalone documents to be distributed at MAG meetings, events and made available on other online platforms, such as Oppla. They will be available in English and the local language where relevant.	A template for a consistent structure has been produced (chapter 6) and distributed to IAs for completion.
Toolkit of communications guidance	The toolkit of communications guidance has been merged with the toolkit for forest ecosystem services.	As below.
Toolkit for forest ecosystem services	The toolkit for forest ecosystem services allows SINCERE partners, IAs and external parties to access support and resources for various aspects related to forest ecosystem services. The tools, guidelines and resources are collated from existing sources, categorised and made available on the website.	The toolkit has been expanded to incorporate new tools, resources and guidelines, and to incorporate the communications guidelines (as above). The various tools have been categorised into themes and short descriptions of each one have been produced (chapter 8). The resulting categorised toolkit will be made available on the SINCERE website.
Set of examples	The set of examples offers inspiration and lessons for SINCERE IAs and other external parties. They are collated from existing platforms and portals at international, EU and national level.	Several examples were previously identified in Deliverable 5.4 tailored to the needs of specific IAs. Further information on the development of the set of examples is provided here in Chapter 9.
Support IAs to	To raise awareness of forest eco-	Further liaison with IAs will be carried

Activity	Description	Status
engage with local citizens	system services beyond the stakeholders already engaged, IAs will be encouraged to organise suitable activities, such as collaboration with other events and organisations.	out to identify other relevant events and outcomes that are/ could be planned. For example, public events are planned in both Italian cases in April and May. Following this, IAs will be supported in identifying feasible opportunities for citizen engagement around SINCERE and forest ecosystem services.
Dissemination of outcomes of IAs' events	To give visibility to activities occurring in the IAs, their outcomes are disseminated through the project's communication channels.	IAs' reports of their MAG meetings are published on the website ( <a href="#">for example</a> ) and shared on social media ( <a href="#">for example</a> ). Other public events should also be added and IAs will be encouraged to write brief blog posts and connect with SINCERE social media for dissemination.
European and international events	A set of relevant events at international and European level at which the SINCERE IAs could be presented or which represent a useful learning opportunity for the IAs.	A set of upcoming events is provided here (chapter 11) and will be updated periodically. The events list will also be communicated in the six monthly SINCERE newsletters.
Build capacity amongst IA practice partners	Capacity building includes webinars and other sources of support as needed.	Consensus amongst IAs' practice partners was that a webinar would not be helpful at the current time. One practice partner required assistance with non-monetary valuation of ecosystem services and was matched with a science partner in the project for support. Webinars will be planned later in the project to present and discuss their outcomes.
<b>Planned activities</b>		
Evolving targeted support	As the IAs develop their actions, their needs for awareness raising support are likely to become more specific, based on details of the innovative mechanisms being tested. For example, the Finnish IA intends to develop a marketing package for local tourism and forestry stakeholders. The Basque country is intending to post a page	Support will be provided to these local activities as required and requested. IAs will be contacted at approximately six monthly intervals to receive an update on ongoing activities, collect specific information as needed, and gather requests for support.

Activity	Description	Status
	describing the project on the local council website.	
Photo competition	All communication activities require good quality photos, ideally of the local area. The photo competition will be run at local level in each of the IAs (where possible) to generate photos that can be used in communication materials to illustrate the local forest.	The first stage is to identify potential prizes. If this is possible, guidelines will be produced to be used in each IA, who will be supported in the process.
Inventory of innovative mechanisms	The inventory of innovative mechanisms produced in SINCERE will be made available in an attractive, filterable and user-friendly map.	This will be completed once the inventory is finalised.
Package of materials for presentations – handouts and Powerpoint slides	A general Powerpoint presentation to introduce the SINCERE project, explain its objectives and outline the expected outcomes will enable a consistent presentation of the project at local and international events.	This Powerpoint presentation is currently being developed.
Messages to communicate to business	Collections of similar messages from IAs that can be disseminated to business and other stakeholder target groups.	The messages are being developed and channels for communication will be identified.
Communication to policy	Communication of policy-relevant SINCERE outcomes to policy audiences.	Upcoming policy developments, windows of opportunity and policy-relevant events will be identified for targeted communication of SINCERE's outcomes when they are available later in the project.
Articles in magazines and other publications	Communication of forest ecosystem services and the outcomes of SINCERE to a broad audience.	Relevant magazines, websites and other publications at European, national and local level for key target groups will be identified. Once outcomes are available from other parts of the project, development of pitches for these magazines will be supported.
Package for schools	Package of materials to support education related to forest ecosystem services in schools.	Existing teaching materials and packages will be reviewed. The potential contributions that SINCERE outcomes can make to education on forest ecosystem services will be identified later in the project as they

<b>Activity</b>	<b>Description</b>	<b>Status</b>
		become available.
Links to natural capital	Links with We Value Nature Horizon 2020 project and other natural capital projects and initiatives to raise awareness of the links with forest ecosystem services.	Potential routes for linkages will be explored later in the project as outcomes from SINCERE become available and through IUCN's involvement in the We Value Nature project.

## 4. Support for social media campaigns


Awareness of forest ecosystem services amongst a general audience is raised through the project’s social media channels and through social media activity at local level in the IAs.



Campaigns are already being run through the project social media to explain the benefits forests provide and introduce the SINCERE IAs. The material provided here supports these campaigns in two ways – 1) provide targeted social media cards for those IAs that requested specific messaging (Table 2) and 2) provide a general set of social media cards that can be used by any IA or at project level to expand the messaging currently being employed through the project social media. The cards that use the messages provided here therefore do not duplicate messaging and cards already produced and used through the SINCERE social media campaigns.





The social media cards can be used on the project social media accounts or any relevant accounts at local level in the SINCERE IAs. They include short messages and therefore can be used on any type of social media. Their aim is to communicate to a general audience the benefits of forests and forest management in both locally-relevant and more general ways, and to ensure consistency of project communications at local level. They are editable to allow translation into local languages or to adjust the messages as needed. The images used are consistent with the IA images currently presented on the SINCERE website to ensure branding consistency. However, once more images are available from the IA areas (through the planned photo competition; Table 1) and as more messages emerge from the activities carried out in SINCERE, a greater range of cards will be produced.

The messages included in the social media cards are based on the messaging identified for each SINCERE IA in deliverable 5.4 that defines the awareness raising campaign, based on consultations with each IA. Some IAs preferred to keep their communications focused on the specifics of the innovation mechanisms being tackled at present, rather than broaden their communications at this point. These IAs will receive support and materials in later updates of the awareness raising campaign when required.

*Table 2. Messages and images for social media cards for SINCERE IAs.*



IA	Messages for Twitter cards	Picture
<a href="#">Paying for watershed services to cities, Peru</a>	The communication in this case study is sensitive and is being managed at local level.	

IA	Messages for Twitter cards	Picture
<p><a href="#">Forests for water in Catalonia, Spain</a></p>	<ul style="list-style-type: none"> <li>- Everyone who uses water – for drinking, swimming, fishing – benefits from the nearby forests being managed. Read more: [link to Catalonia factsheet]</li> <li>- Proper management of Mediterranean forests may help to increase the rainwater that reaches our rivers and reservoirs. Read more: [link to Catalonia factsheet]</li> <li>- Mediterranean forests are vulnerable to fire and pests. Investing in forest management reduces these risks and ensures that forests stay healthy. Read more: [link to Catalonia factsheet]</li> <li>- Forest management that ensures delivery of quantity and quality of water and other related benefits from forest ecosystems costs money. SINCERE is investigating how forest owners can be compensated. Read more: [link to Catalonia factsheet]</li> </ul>	
<p><a href="#">Reverse auctions pilots for forest ecosystem services, Belgium</a></p>	<ul style="list-style-type: none"> <li>- Forests support many different activities and provide habitat for wildlife and plant species. SINCERE is testing how to support these activities in forests. Read more: [link to Flanders factsheet]</li> <li>- In Flanders, reverse auctions, where suppliers bid to sell forest ecosystem services to the government, are being tested.</li> </ul>	

IA	Messages for Twitter cards	Picture
<p><a href="#">Reverse auctions pilot for biodiversity, Denmark</a></p>	<p>- Forests provide important habitat for wildlife and plant species. SINCERE is looking at how to support biodiversity conservation in private forests. Read more: [link to Danish factsheet]</p> <p>- In Denmark, reverse auctions where forest owners bid to sell biodiversity conservation to public agencies are being tested. Could be a cost-effective way to protect biodiversity and engage private forest owners.</p>	
<p><a href="#">ECOPAY Connect, Italy</a></p>	<p>In Italy's Oglia Sud Regional Park, poplar farmers join forces to improve habitats of value to nature, society and the economy. Read more: [link to ECOPAY factsheet]</p>	
<p><a href="#">Mushrooms of Borgotaro IGP, Italy</a></p>	<p>Sustainable forest management influences growth of wild mushrooms. SINCERE is looking at how to improve the distribution of mushroom pickers in the forest. Read more: [link to Borgotaro factsheet]</p>	
<p><a href="#">Club GREY HORSE, Russia</a></p>	<p>- Forests offer us much more than wood – they provide clean air and water, encourage recreation, and store CO<sub>2</sub>. Read more: [link to Russia factsheet]</p> <p>- Forests can be managed to provide many benefits simultaneously and cost-effectively. SINCERE is looking at how this can be done through the forest code. Read more: [link to Russia factsheet]</p>	

IA	Messages for Twitter cards	Picture
<p><a href="#">Health functions of peri-urban forests, Croatia</a></p>	<ul style="list-style-type: none"> <li>- Forests are relaxing and great places to exercise, which is good for our physical and mental health. Read more: [link to Croatia factsheet]</li> <li>- If people can easily access local forests, then their health benefits and costs for health services are reduced. SINCERE is investigating how these savings can support forest management. Read more: [link to Croatia factsheet]</li> </ul>	
<p><a href="#">Landscape and recreation value trade, Finland</a></p>	<ul style="list-style-type: none"> <li>- Well-managed forests in which the scenery and biodiversity are attractive for tourists and other visitors support the local tourism industry. Read more: [link to Finland factsheet]</li> <li>- Tourism businesses benefit from forests, particularly through attractive landscapes and other natural values. Understanding these benefits encourages businesses to contribute to nature and landscape conservation. Read more: [link to Finland factsheet]</li> <li>- Nature-based tourists and tourism companies are invited to support maintenance of attractive nature and landscapes in Kuusamo. SINCERE is finding ways for the tourism sector to help fund forest management for mutual benefit. Read more: [link to Finland factsheet]</li> <li>- Landscape Scenic Value Trade contributes to sustainability at local level as tourism income is also distributed to private landowners.</li> <li>- Joint efforts in maintaining attractive forest landscapes contribute to the positive image of the region as a sustainable tourism destination. Read</li> </ul>	



IA	Messages for Twitter cards	Picture
	more: [link to Finland factsheet]	
<a href="#">New legal framework for forests in Bizkaia, Spain</a>	<p>- Forests offer us much more than wood – they provide clean air and water, encourage recreation, and store CO<sub>2</sub>. These benefits have an economic value. Read more: [link to Basque factsheet]</p> <p>- Supporting forest owners in managing their forests to provide clean air and water, recreation, carbon storage and other services benefits everyone. Read more: [link to Basque factsheet]</p>	
<a href="#">Spiritual forests and forest kindergartens, Switzerland</a>	<p>- Forests are treasured for their peace and beauty. SINCERE is looking at how forests can be managed long-term as spiritual forests. Read more: [link to Swiss factsheet]</p>	

In addition to the IA-specific messages, a set of general messages has been developed to communicate the importance of forest management. These complement the general cards on forest ecosystem services already used on the project social media. The messages are as follows:

- Proactive forest management – selectively deciding which trees to plant, grow and cut – helps protect forests and the benefits they provide.
- Diverse forests with a variety of tree species are less vulnerable to pests and diseases.
- Forests planted with tree species native to the area are better adapted to the local climate.
- Forest management that protects forests and the benefits they provide sometimes means cutting or removing trees.

## 5. Videos from SINCERE IAs

A key component of the awareness raising campaign at local level are two series of short videos that present the forests at the centre of the SINCERE IAs and the actions being taken for forest ecosystem services. One series focuses on short interviews with stakeholder(s) familiar with the issues being addressed in the SINCERE IA and with some degree of knowledge of the project. This series serves to communicate outsiders' perspectives on the issues and the project and to show how SINCERE is reaching different stakeholder groups. The second series involves SINCERE IA leaders introducing the IA's forest and the benefits it provides. This series aims to raise local awareness of the specific forest in question and the ways in which it benefits local people.

It is recommended that the first series of videos are filmed at the second MAG meetings, taking place during spring 2019.

To ensure that the videos are locally relevant and for reasons of practicality, they are produced by the IA practice partners. While it is not compulsory for an IA to produce the videos, it is strongly recommended as a means of raising awareness of the IA more widely and as a local communication tool. The following guidelines were produced and shared with the practice partners.

The SINCERE case studies are focusing on several ecosystem services in a diverse range of forest ecosystems. To showcase the importance of these ecosystem services, highlight the contributions that SINCERE makes from the point of view of stakeholders, and feature each individual forest, we propose to make two series of short videos:

- Series 1: short video interviews with stakeholder(s) working at local level in each IA
- Series 2: a short introduction to the forest at the centre of each IA

Each IA's two videos can then be used for local promotion of the SINCERE project and of the forest and its ecosystem services more generally according to the IA's local priorities. For example, they can be shared on social media to reach a general audience, used to introduce the forest and concept of ecosystem services at MAG meetings or other local events, or shared with local media.

The videos in the two series will also be used as communication tools for the project in general – they will be shared through the project's main channels to highlight each of the SINCERE IAs, including on the project website and social media.

### Purpose and objectives of video series 1

Series 1 consists of short interviews with local stakeholders and focuses on the issues being addressed in the IA and how the proposed innovative mechanisms may help to tackle them. The videos in this series are designed to communicate about the innovative mechanisms proposed to an audience that is at least somewhat familiar with the issue and/or the mechanism (relevant forest managers, forest owners, businesses, networks, associations, etc.). The objectives of these videos are to:

- Enable stakeholders to share their story with a broader audience;
- Share stakeholder ideas that could be useful for other IAs and forest practitioners;
- Communicate the value of SINCERE from the point of view of an external party;
- Reach new individuals, organisations and groups not previously reached with project communications.

### Purpose and objectives of video series 2

Series 2 consists of short films of the local forest to introduce it and the benefits it provides, as well as explain how the IA works to protect and/or enhance these benefits. The individual forest videos from each IA will be collated into one longer video that showcases the diversity of the forests represented in SINCERE, their benefits and the outcomes that SINCERE will bring.

The videos in this series are designed to communicate primarily to an audience of non-experts/specialists (local residents, forest neighbours, potential forest visitors and recreationalists, current and potential employees of forest business, potential clients). The objectives of these videos are to:

- Inform local members of the target audiences (as defined above) about the existence of their local forest and the benefits it brings for them (recreation, clean water, jobs...);
- Engage local members of the public in the forest (visiting, learning about, recreating, etc.)
- Engage local members of the public in SINCERE activities where possible (including attending local outreach events, contributing to surveys, other activities relevant to the local IA).

### Video format

The two videos will have a similar format, in that they will be short and will include one interview with one person in one location. More details of videos in the two series are below.

	<b>Series 1: Stakeholder interviews</b>	<b>Series 2: Forest introductions</b>
<b>Length</b>	2 - 3 minutes	2 minutes
<b>Filming location</b>	At 2nd MAG meetings, either inside venue or outside nearby	In forest
<b>Timing</b>	During 2nd MAG meetings	In spring or summer
<b>Content</b>	One short interview (2 – 3) questions with one stakeholder per video, plus opening and closing slides (to be added by WP5)	Short introduction to the forest (what the forest is like, what benefits it provides, who uses it, what work SINCERE is doing) by IA practice partner or colleague, plus opening and closing slides (to be added by WP5).
<b>Language</b>	Local language (EN subtitles required) or EN (local language subtitles)	Local language (EN subtitles required) or EN (local language subtitles)

	optional). Subtitle text to be provided by IA partner.	optional). Subtitle text to be provided by IA partner.
<b>Shots to be filmed</b>	Stakeholder interview in one location	Introduction by practice partner in one location
<b>Number</b>	At least one per IA (individual videos with multiple stakeholders are possible), if possible.	One per IA, if possible.

### Step by step instructions

To ensure that the videos are locally relevant and accessible, we suggest that the IA practice partners produce the videos with support from WP5. The below instructions are intended to guide you through the process, but please contact WP5 for more information as needed ([kate.reilly@iucn.org](mailto:kate.reilly@iucn.org); [chantal.vanham@iucn.org](mailto:chantal.vanham@iucn.org); [sarah.adams@efi.int](mailto:sarah.adams@efi.int)).

#### 1. Identify and invite the person to be interviewed

**Series 1 (stakeholder interviews):** This should be a local stakeholder who is familiar with the issue being tackled in the project and at least somewhat familiar with SINCERE (ideally someone who attended the first MAG meeting).

**Series 2 (forest introductions):** This can be the practice partner, one of your colleagues, a local person that you know.

In both cases, consider the following when selecting the person:

- They have knowledge of the forest and its benefits and/or of the innovative mechanism proposed in SINCERE;
- They can communicate clearly without too much jargon and don't speak too quickly;
- They are comfortable talking in front of the camera in either English or your local language;
- They are available when needed.

The stakeholder interview (series 1) videos can be filmed at the 2<sup>nd</sup> MAG meeting to avoid having to plan an extra meeting with the interviewee. We suggest the selected stakeholder(s) are contacted in advance of the meeting to ask if they would be interested in being interviewed and to explain the purpose of the video.

#### 2. Plan the interview questions

The purpose of the videos is to get different perspectives on the forests, ecosystem services and IMs being investigated in SINCERE. The videos will therefore consist of the interviews without any additional content.

**Series 1 (stakeholder interviews):** We suggest choosing two or three questions from the following set:

- What is your role in relation to the forest?
- How does your work rely on the forest?
- What is interesting about this forest?
- What are the challenges in relation to managing the forest [or the aspect most relevant for your IA]?
- What are the biggest challenges you face in relation to your work in the forest?
- How can SINCERE help to tackle these challenges?
- What have you learnt from the SINCERE project activities so far?

We suggest you send the questions to the interviewee in advance so that they can prepare. It would be good to keep the answer to each question to less than a minute, so that the final videos are about two to three minutes long. The interview can be held in either English or your local language (we will subtitle it in the other one. Subtitles in EN will be required for local language videos and optional for videos recorded in EN. Subtitle text should be provided by the IA partner).

**Series 2 (forest introductions):** For this video, you can focus on what is interesting to you about your forest. We suggest you structure the video by answering the following questions:

- Where is this forest and what is it like?
- What is important about this forest?
- How do local people benefit from the forest?
- How does the work done in the IA aim to protect/enhance those benefits?

It can help to write out what you will say in advance, or at least the points you will make. Please contact us if you would like some help with this. We suggest you aim to talk for around two minutes.

### 3. Select a location to film

**Series 1 (stakeholder interviews):** Find a quiet location in the MAG meeting venue where you won't be interrupted – try to avoid noise from machinery, construction, traffic, people, etc. Look for either a plain white or interesting background, such as a picture/poster of the forest. Check that there's nothing inappropriate or distracting in the background. We suggest filming a couple of test clips in advance to check the lighting – try to avoid having to rely on overhead artificial lights, facing the interviewee towards strong sun so that they have to squint, or positioning them in front of strong sunlight through a window. Filming outside should give good light.

**Series 2 (forest introductions):** Identify a suitable location in the forest to film. It should be easily accessible, have an interesting background and enough light. Ideally it should include some of the features being addressed in the IA (e.g. mushrooms) but this may not be possible depending on location and season. Again, try to avoid noise from machinery, people, etc. Try to avoid facing towards strong and low sunlight so that you have to squint, and avoid filming towards strong and low sunlight. It could be relevant to pan away from the person, to the forest alone, for part of this video but this is not essential.

#### 4. Check equipment

The aim of these videos is that they can be filmed using basic equipment. You may have a camera that can record videos or otherwise a decent smartphone will work. The built in microphone should be fine, but will rely on the interviewee being close to the camera and speaking loudly and the room being quiet. The sound can also be recorded separately using a Dictaphone or other recorder as a back-up if the person is sitting far from the camera.

#### 5. Film the video

If you're using a phone, it's better to film the video with the phone held horizontally. While filming, make sure the lens and the microphone aren't covered up and try to hold it as steady as possible. You could hold the camera on a table or rest your elbows on something to keep it still. We recommend doing a couple of short test clips in advance to check sound and lighting. As the videos are quite short, it would be a good idea to film the interview twice to ensure that it's good quality. It's helpful to do a first take or a trial run so that the person becomes more comfortable in front of the camera.

#### 6. Finalise the video

If your video is more than 2-3 minutes long, or if there is anything that needs cutting out, it may need editing. Your local communications person may be able to help. [Microsoft Photos](#) is a free application that can be downloaded for basic editing.

Please then send the final file to us – we will add an introductory and a closing slide. Please also send us the translation, either into English or into your local language, so that we can add the subtitles.

#### 7. Communicate the video

To ensure that the videos contribute to the desired impact for the project, it is important that there is a strategy in place for using them and ensuring they reach their audience. This will be done at both IA level and project level. Our suggestions for making the use of the two videos at local level are:

- Post videos on social media channels of your organisation;
- Post videos on your organisation's website;
- Share videos with relevant other local organisations;
- Show the forest introduction video at the start of public meetings or other events to quickly introduce participants to the forest.

## 6. EU-level stakeholder videos

To complement the videos showcasing the SINCERE IAs, a series of similar short videos will be produced of interviews with stakeholders operating at EU level. These videos aim to collect reflections from a broader perspective on the challenges involved in managing for forest ecosystem services and in developing innovative mechanisms to support them. The video interviews will provide a simple means of learning from others' experiences in developing other innovative mechanisms than those tested in SINCERE, both to inform implementation in SINCERE IAs and to raise awareness of the diversity of possible innovative mechanisms for forest ecosystem services. By interviewing stakeholders at EU level who are not currently involved in SINCERE, a broader audience of people interested in or involved in the activities of those stakeholders can be reached.

### Format:

The videos will be short (2-3 minutes) and will consist entirely of an interview with a relevant stakeholder operating at EU level or involved in similar innovative mechanisms outside the scope of SINCERE. They will be filmed following the same procedure as the IA videos (chapter 5).

### Potential interviewees:

The interviewees will be individuals and organisations familiar with the challenges of managing forests for forest ecosystem services and implementing innovative mechanisms. They will be operating at EU or global level, in order to be able to provide a perspective beyond local level issues. Priority individuals and organisations to be approached are identified in Table 3.

*Table 3. Potential interviewees for EU-level stakeholder videos.*

<b>Name, organisation</b>	<b>Potential contributions</b>
Alice Budniok, European Landowners Association	Challenges of managing for forest ecosystem services in privately-owned forests.
Fanny-Pomme Langue, Secretary General, Confederation of European Forest Owners	Challenges of managing for forest ecosystem services in privately-owned forests.  Innovative mechanisms currently being tested.  Lessons learnt in innovative mechanisms tested to date.
Piotr Borkowski, Executive Director, European State Forest Association	Challenges of managing for forest ecosystem services in state forests.  Innovative mechanisms currently being tested.  Lessons learnt in innovative mechanisms tested to date.

Name, organisation	Potential contributions
Kelsey Perlman, FERN	<p>Challenges with managing forests as the climate changes.</p> <p>Lessons learnt from efforts to enhance carbon storage in forests.</p>
Chris Buss, Deputy Director of the IUCN Global Forest and Climate Change Programme IUCN Global Forest Programme	<p>Forest restoration and impacts on forest ecosystem services.</p> <p>Lessons learnt from forest restoration globally, including innovative mechanisms to incentivise/compensate restoration.</p>
Forest Finance	<p>Opportunities and challenges for private investment in forests and forest management for ecosystem services.</p>

### Questions:

The questions asked in the interview will be tailored to the interviewee but will include two or three of the following (adapted as necessary):

- How has forest management for ecosystem services been promoted/scaled up to date?
- What are the challenges for promoting forest management for ecosystem services?
- What in your experience are the benefits of payment for ecosystem services schemes?
- What in your experience are the challenges with payment for ecosystem services schemes?
- What are the necessary factors for scaling up the initiatives tested to date?
- What is the role of European policy in protecting and enhancing forest ecosystem services?

### Video production:

Videos will be produced following the guidelines outlined for the IA-specific videos (chapter 5). SINCERE partners have relationships with the identified interviewees already. IUCN will coordinate and conduct the interviews, primarily by holding them at events already attended by both parties. Interviews with EU-level stakeholders will also be carried out as part of SINCERE Task 3.3 by European Forest Institute (EFI), which will be more in-depth and focused on policy analysis than those proposed here. IUCN will coordinate with EFI to avoid approaching the same stakeholders more than once and to avoid duplication.



## 7. Factsheets for SINCERE IAs

It is important that the work conducted in the SINCERE IAs, their outcomes and the key messages is clearly explained. To facilitate this process, a template (following page) for a set of factsheets with a consistent structure has been produced and is currently being completed by the IA practice partners. The factsheets will be made available on the project website and can be distributed as handouts at MAG meetings and other relevant events in the IAs. They will be produced in English and translation to the local language of the IA is strongly encouraged.

## Case Study Name

Case study photo or map of CS region

### Location

*Short teaser to introduce the case study*

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### Key message - One of the messages from the AC

### Setting the scene

*Background to the case, why this is needed / wanted; which FES are provided?*

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#### Objectives

- Nullam at arcu a est sollicitudin euismod. Praesent dapibus.
- Duis bibendum, lectus ut viverra rhoncus, dolor nunc faucibus libero, eget facilisis enim ipsum id lacus. Nam sed tellus id magna elementum tincidunt.

#### Challenges

- Nullam at arcu a est sollicitudin euismod. Praesent dapibus.
- Duis bibendum, lectus ut viverra rhoncus, dolor nunc faucibus libero, eget facilisis enim ipsum id lacus. Nam sed tellus id magna elementum tincidunt.

### Expected impacts

- Nullam at arcu a est sollicitudin euismod. Praesent dapibus.
- Duis bibendum, lectus ut viverra rhoncus, dolor nunc faucibus libero, eget facilisis enim ipsum id lacus. Nam sed tellus id magna elementum tincidunt.

### The bigger picture

What are the implications for forests and FES in the region / country?

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### Action

*What is actually being done to achieve the above- meetings, research, practical work, etc.*

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## 8. Toolkit for optimising forest ecosystem services

The toolkit for optimising forest ecosystem services has been updated from the first version presented in Deliverable 5.4. Additional tools have been added, the tools have been categorised, and the tool descriptions have been developed to allow users to easily identify the most relevant tools for their needs. The toolbox will be made available on the SINCERE website and is provided in Annex 1.

## 9. Set of examples

The examples of similar innovative mechanisms that can support action have been categorised and further explained from the examples presented in deliverable 5.4. These examples will be made available on the website with the toolkit (chapter 8) and will be supplemented by the inventory of innovative mechanisms that will be developed in a user-friendly format once it is released (Table 1, chapter 3). Several existing platforms can be monitored for useful examples of relevance to SINCERE, including:

- [IPBES knowledge and capacity building](#)
- [Ecosystem Market Place](#)
- [EU Science Hub Forestry](#)
- [European Forest Ecosystems, EEA](#)
- [Guidance on developing and reporting Forest Reference Levels in accordance with LULUCF Regulation \(EU\)](#)
- [Outstanding practices in forest education](#)
- [Best practices for sustainable forest management Finland](#)

## 10. Awareness raising events for citizens in IAs

It is important for the SINCERE IAs to raise awareness of forest ecosystem services and the project among citizens through local events and activities. These activities should target local residents and the wider public beyond the specific stakeholders that are already engaged in the MAG meetings. Some IAs are already planning such events, while others require assistance in identifying feasible opportunities for awareness raising in their local areas.

The first step in supporting IAs with this will be to discuss with each IA individually (at the upcoming six monthly discussion) to identify:

- Activities or events for the general public already planned by the IA partners;
- External events and organisations in the local area with which the IA could collaborate to ensure SINCERE messages could be communicated;
- Preferences in terms of possible activities or events for the general public that the IA partners could organise.

Based on these conversations, the outcomes of any already planned activities/events will be communicated through the project's communication channels (website, social media) to the extent possible.

Feasible options for awareness raising activities for the general public will be developed for those IAs that require assistance. Such options could include collaborations with local libraries, video screenings, presentations at existing events, collaboration with external family days or other suitable activities, presentations at local schools, and other options. The outcomes of these events will also be communicated via project communication channels.

## 11. Events and conferences for dissemination of SINCERE outcomes

The process and outcomes of the SINCERE IAs can be communicated to raise awareness of forest ecosystem services and innovative mechanisms for ensuring their provision. Events and conferences at international and European level are a useful format for doing so but it can be difficult to identify suitable opportunities. Therefore, this inventory of upcoming events (Table 4) is intended to help SINCERE IAs choose where best to present their work and participate in stakeholder discussions. Events from the list are also communicated through the six monthly SINCERE newsletters.

Table 4. Upcoming events of relevant to SINCERE IAs

<b>Conference</b>	<b>Organiser</b>	<b>Location</b>	<b>Date</b>
<a href="#">Our Forests, Our Future</a>	European Commission	Brussels	25-26 April 2019
<a href="#">6th Annual Forest Investment Conference</a>	Fastmarkets RISI	London	7-9 May 2019
<a href="#">European Forum on Urban Forestry</a>	European Forum on Urban Forestry	Cologne	22-24 May 2019
<a href="#">Conference on Biodiversity and Ecosystem Services</a>	European Commission	Brussels	23-24 May 2019
<a href="#">29th Global Forum on Forest Governance</a>	Chatham House	London	1-2 July 2019
<a href="#">Ecosystem Services Partnership World Conference</a>	Ecosystem Services Partnership	Hamburg	21-25 October 2019
<a href="#">Joint Session of the 40th European Forestry Commission</a>	European Forestry Commission	Geneva	4-7 November 2019

## 12. Measuring impact of the awareness raising campaign

It is important to understand how many people have been engaged in awareness raising activities in each IA in order to understand the overall impact of SINCERE. Impact will be tracked in two main ways – 1) each SINCERE partner must report the number of people reached through various communications activities as part of the project's periodic reporting, and 2) each IA partner will be reminded to keep track of the numbers of people attending events and being reached by other awareness raising activities. Through these two sources (filtered to avoid double counting), it will be ensured that the minimum required number of citizens (at least 50 in each IA region) and other stakeholders are reached through awareness raising activities.

## 13. Next steps

The SINCERE awareness raising campaign will incorporate the activities described in Table 1 (chapter 3) as they become available from the IAs and activities in other parts of the project. The following next steps are priorities:

- Use videos from IAs produced according to the guidance provided in chapter 5 on the IA pages on the SINCERE website and on SINCERE social media, and support IAs in making use of the videos. This will take place once the videos are filmed (at the second MAG meetings to be held in spring 2019 according to local timetables).
- Compile the IA forest introduction videos into an overall video that showcases the diversity of forests in SINCERE.
- Make use of the social media cards (chapter 4) through the project social media and support their use on local social media accounts in the IAs.
- Approach potential interviewees for the EU-level stakeholder videos (chapter 6) and plan the interviews.
- Gather the IA factsheets as they are completed by the IAs and make them available on the SINCERE website.
- Further develop the toolkit (chapter 8) and set of examples (chapter 9) and keep them updated on the SINCERE website.
- Discuss awareness raising amongst the general public with each SINCERE IA at the next six monthly discussion, as well as any other outstanding issues or requests for support.
- Support IAs with developing ideas for citizen engagement, follow the local events held on SINCERE and forest ecosystem services, and disseminate their outcomes as appropriate (chapter 10).
- Identify further opportunities at European, national and local external events for presenting the lessons learnt from the IAs.



## Annex 1: Toolbox for forest ecosystem services

Tool	Summary	Organisation	Category
<a href="#">ARIES - mapping natural capital and ecosystem services</a>	This ecosystem service modelling approach can be used to quantify and map ecosystem service benefits, account for their dynamics and optimise payment for ecosystem services and other management schemes.	ARIES	Assessing and valuing ecosystem services
<a href="#">Valuing the Benefits, Costs and Impacts of Ecosystem-based Adaptation Measures</a>	This report offers guidance on valuing the benefits of ecosystem (including forest) management and restoration for climate change adaptation. It includes valuation methods and practical examples, as well as consideration of how to leverage the valuations for strategic impact.	GIZ	Assessing and valuing ecosystem services
<a href="#">Natural Capital Protocol Toolkit</a>	A collection of tools that allows users to find appropriate tools for measuring and valuing natural capital. It is specifically intended for businesses that wish to understand their dependencies and impacts on natural capital.	Natural Capital Protocol	Assessing and valuing ecosystem services
<a href="#">InVEST</a>	InVEST is a set of software models to map and value ecosystem services. It can be used to assess trade-offs of management decisions and identify spatial locations for management or restoration interventions.	Natural Capital Project	Assessing and valuing ecosystem services
<a href="#">Ecosystem Services Assessment Support Tool</a>	This support tool offers a step-by-step approach to conducting and using ecosystem services assessments.	Wageningen and SYKE	Assessing and valuing ecosystem services
<a href="#">Ecosystem Services Identification and Inventory Tool</a>	An iPad app and web interface that helps businesses to collect ecological data and data on local ecosystem services, for use in reducing business impacts, exploring scenarios and several other purposes.	TNC, Dow, Eco-Metrix Solutions Group	Assessing and valuing ecosystem services
<a href="#">i-Tree</a>	i-Tree enables analysis of benefits provided by forests, threats to forests, and forest structure, to inform forest management decision making.	USDA Forest Service	Assessing and valuing ecosystem services
<a href="#">ORVal (Outdoor Recreation Valuation Tool)</a>	ORVal estimates the monetary value of outdoor recreation in green spaces (including forest) in England.	University of Exeter	Assessing and valuing ecosystem services

Tool	Summary	Organisation	Category
<a href="#">Approaches and tools for assessing mountain forest ecosystem services</a>	Guidance on identifying and reviewing tools for assessing socio-cultural, economic and ecological values of ecosystem services and the particular challenges of mountain forests.	CIFOR	Assessing and valuing ecosystem services
<a href="#">Mapping Ecosystem Services to Human wellbeing (MESH)</a>	MESH allows users to map ecosystem service supply under different landscape management scenarios to assess trade-offs in decision making.	Natural Capital Project	Assessing and valuing ecosystem services
<a href="#">Scenario Hub</a>	The hub provides guidelines, tools and advice on developing and using scenarios to assess changes in ecosystem services under different management decisions.	Natural Capital Project and WWF	Assessing and valuing ecosystem services
<a href="#">HABEas Project</a>	This website provides free data on biodiversity and ecosystem services in some Mediterranean countries displayed in a web GIS format.	WWF, Associacao Natureza Portugal, Centre of Applied Ecology at University of Lisbon	Assessing and valuing ecosystem services
<a href="#">Values, beliefs and attitudes: Technical guide for forest service land and resource management, planning and decision making.</a>	This report provides guidance on measuring and analysing the public's values, beliefs and attitudes, and on applying this information in project and planning decisions. It includes guidance on using information already published and on conducting different types of surveys.	USDA Forest Service	Assessing the social and economic context
<a href="#">Practitioner's guide to perception surveys</a>	This report provides guidance and checklists on how to produce and run a survey of perceptions, including good practices and potential pitfalls. It also discusses how to make use of results in policy. It is designed for the regulatory field but is also useful in other contexts.	OECD	Assessing the social and economic context
<a href="#">National socio-economic surveys in forestry</a>	This report provides guidance and survey modules to assess the role of forests in local welfare and livelihoods. It offers possible questions linking forests to welfare that can be included in household surveys and surveys to measure living standards and welfare.	FAO	Assessing the social and economic context

<b>Tool</b>	<b>Summary</b>	<b>Organisation</b>	<b>Category</b>
<a href="#">ToSIA - tool for sustainability impact assessment</a>	ToSIA analyses environmental, economic and social impacts of changes in forestry-wood production chains. It includes indicators and a step-by-step process to assess and analyse them.	EFORWOOD FP6 project	Assessing the social and economic context
<a href="#">Communicating ecosystem services</a>	This short article gives a brief overview of why and how to talk about ecosystem services to the public. It introduces the key points of a study on how the public understands the ecosystem services concept and terminology.	The Nature Conservancy	Communicating forest ecosystem services
<a href="#">Key findings from recent national opinion research on 'ecosystem services'</a>	This report provides advice on the most effective language and messaging to use when communicating ecosystem services to the public. It includes the full results of a survey of the American public and how they understand the ecosystem services concept and terminology.	The Nature Conservancy	Communicating forest ecosystem services
<a href="#">Nature's benefit messaging memo</a>	This memo includes a 'message triangle' tool for developing effective messages, sample press release, speech and op-ed on ecosystem services.	The Nature Conservancy	Communicating forest ecosystem services
<a href="#">Forestry infographics</a>	This is a set of infographics that can be used to explain sustainable forest management, forests and energy, forestry and food security, and other themes.	UNFAO	Communicating forest ecosystem services
<a href="#">Marketing and communications toolkit</a>	This is a set of tools for FSC partners seeking to communicate the value of forests. It also includes case studies of how brands are communicating about sustainable forestry and FSC certification.	FSC	Communicating forest ecosystem services
<a href="#">Be a better communicator: Tools and tips to help Natura 2000 managers</a>	This site provides a wide range of tools, guidance and skills to enhance communications about Europe's habitats, species and landscapes. It includes advice on talking to the media, storytelling, meeting facilitation, developing communications strategies and other topics. It was specifically developed for Natura 2000 managers but is adaptable for use by others.	Europarc	Communicating forest ecosystem services

Tool	Summary	Organisation	Category
<a href="#">Strategic communication for sustainable development</a>	This document provides step-by-step guidance on strategic communications for sustainable development and why they are important. It outlines different steps to achieve strategic communications, including strategy design, media selection and mix, message design and use of media.	GTZ	Communicating forest ecosystem services
<a href="#">Ecosystem service messaging</a>	This report offers advice on how to frame ecosystem services and develop effective messaging, as well as on communications for incentivising good land management. It was developed for Oregon, US, but has wider relevance.	Resource Media	Communicating forest ecosystem services
<a href="#">Communicating forest values</a>	A newsletter with guidance about sparking interest in forests amongst the public, messaging and use of photos.	IUCN CEC	Communicating forest ecosystem services
<a href="#">Storymaps – a new approach to communicating about forests</a>	An article outlining how GIS storymaps can be used as a tool to communicate forest values, services and threats, and providing some examples of storymaps.	USDA	Communicating forest ecosystem services
<a href="#">Mangroves against the storm Short-hand story</a>	This is an example of a visual way to communicate issues related to forest ecosystem services, using Shorthand, a visual storytelling platform.	IUCN	Communicating forest ecosystem services
<a href="#">Forest Fires Risk Communication</a>	Guidance on effective communication of forest fire risk to different groups including communities, children/youth and journalists. It identifies the main themes that need to be communicated, as well as advice on adapting messaging for the various groups.	eFIRECOM	Communicating forest ecosystem services
<a href="#">Inspiring support for protected areas through communication, education and public awareness programmes</a>	Guidance on effective communications and awareness raising campaigns to effect change. It discusses methods of changing knowledge, attitudes, norms and values, and outlines methods to motivate positive action and sustain behaviour change. It is focused on protected areas but is more broadly applicable.	CBD	Communicating forest ecosystem services

Tool	Summary	Organisation	Category
<a href="#">The power of the 'package' in communicating forestry re-search</a>	Guidance on developing and using packages of multimedia materials (videos, blogs, photo stories, infographics etc.) and why such packages are useful for communicating about forests.	CIFOR	Communicating forest ecosystem services
<a href="#">Science communication</a>	Guidance on talking to the media and policy makers, telling stories and designing visual communication materials.	Belgian Biodiversity Platform	Communicating forest ecosystem services
<a href="#">Talking about young forests: A communication handbook</a>	Guidance on communicating with the public, decision makers, land owners and the media, including points to follow and avoid. It is specifically focused on communicating the importance of young forests, but many aspects are more broadly applicable.	Northeast Association of Fish and Wildlife Agencies	Communicating forest ecosystem services
<a href="#">Communicating natural capital: Seven storytelling examples</a>	This web page makes the case for storytelling as an effective means of communication. It includes examples of how information on the benefits of ecosystem services can be structured into a story.	Natural Capital Project	Communicating forest ecosystem services
<a href="#">Storytelling guide for landscape projects</a>	This guide provides advice on telling stories through forest and landscape projects. It offers suggestions on framing a story, reaching different stakeholder groups, building relationships and using digital media, amongst others.	Open Forests	Communicating forest ecosystem services
<a href="#">Forest Products Sector Guide</a>	This guide assists businesses in the forest products sector to assess how they depend on, and impact, ecosystem services and natural capital so that they can identify business benefits and risks.	Natural Capital Coalition	Engaging business
<a href="#">The business case for natural infrastructure</a>	This report describes the business case for companies to invest in natural infrastructure, including forest management and restoration. It outlines drivers for businesses to invest in natural infrastructure, as well as its potential applications for business.	WBCSD	Engaging business

Tool	Summary	Organisation	Category
<a href="#">Development of the business model of the organisation of complex harvesting of wild-harvested non-timber forest products for use by business entities</a> (in Russian)	This report aims to support entrepreneurs interested in setting up a business for non-timber forest products. It provides recommendations on the development of business plans depending on the different business conditions across the region.	FLEG II	Engaging business
<a href="#">Integrating business skills into ecotourism operations</a>	This report provides guidance and recommendations for running successful ecotourism businesses. It addresses topics such as understanding the market, developing a sustainable business plan, running sustainable operations, and carrying out successful marketing.	IUCN and Kuoni	Engaging business
<a href="#">Sustainable tourism and natural World Heritage: priorities for action</a>	Recommendations on effective tourism planning around protected areas, governance of tourism, participation and collaboration, and communication.	IUCN	Engaging business
<a href="#">Wood-based entrepreneurs' toolkit: Communicating effectively with your customers</a>	A toolkit with guidance on communications and marketing for wood-based small companies. It includes advice on messaging, communication channels and communication planning.	Oregon State University	Engaging business
<a href="#">Measured development: Options to distinguish and measure the impacts of business models of forest and farm producers</a>	A framework to assess the contribution of different business models in forestry to sustainable development. It proposes metrics for businesses to manage performance and define their impacts for communication to consumers, creditors and state authorities.	FAO	Engaging business
<a href="#">Forest Log-book</a>	This website provides an overview of legal information for the forestry sector, including links to legislation, contact details for government authorities and legal briefings. It provides information on issues related to forest governance and trade issues.	Client Earth	Engaging business

<b>Tool</b>	<b>Summary</b>	<b>Organisation</b>	<b>Category</b>
<a href="#">Media relations 101</a>	This website provides guidance on pitching stories to the media, including outlining what reporters need and what makes a good story.	Resource Media	Engaging media
<a href="#">Communicating with the media</a>	Advice on channels to use to contribute to local media and how to adjust language and style for the media. The guide also includes recommendations on developing effective messages on ecosystem services for communication to the public.	Ecological Society of America	Engaging media
<a href="#">Talking to the media</a>	This report offers guidance on talking to the media, including tips on overcoming challenges such as making connections with journalists and developing stories of news interest. It is focused on protected areas but has broader relevance.	Europarc	Engaging media
<a href="#">Biodiversa Stakeholder Engagement Handbook</a>	This handbook outlines why it is beneficial to engage stakeholders. It provides guidance on identifying and analysing stakeholders, when and how to engage them, managing conflict, and monitoring and evaluating the engagement.	Biodiversa	Engaging stakeholders and communities
<a href="#">Guide to participatory tools for forest communities</a>	Guidance and examples on enabling local communities in and around forests to participate in sustainable forest management. In particular, it reviews participatory tools, gives advice on how to select them and outlines their potential drawbacks.	CIFOR	Engaging stakeholders and communities
<a href="#">Discover the Forest</a>	This website is an example of a campaign to encourage the public to visit forests. It includes a stream of photos of the forest from visitors' social media, a challenge for families to reconnect with nature, and engagement activities for children.	USDA Forest Service	Engaging stakeholders and communities
<a href="#">Teachers' guide to discovering the forest</a>	An example of a guide for teachers taking school children to explore forests. It accompanies the Discover the Forest campaign.	USDA Forest Service	Engaging stakeholders and communities
<a href="#">The #NatureForAll Playbook</a>	This publication includes methods and means that can be used for inspiring a love of nature, including amongst children. (Also available in Spanish, French and Chinese.)	Nature For All	Engaging stakeholders and communities

Tool	Summary	Organisation	Category
<a href="#">Urban Forestry Toolkit</a>	This toolkit provides a process for understanding and expanding urban forests. It includes guidance for creating an inventory, analysing spatial locations for forest expansion, making decisions and engaging stakeholders and communities.	Vibrant Cities Lab	Engaging stakeholders and communities
<a href="#">Public engagement in forestry toolbox</a>	A toolbox offering guidance on establishing a process of public engagement and 'tool sheets' outlining different engagement methods.	Forest Research	Engaging stakeholders and communities
<a href="#">Forests and Water: Valuation and payment for forest ecosystem services</a>	This guide assesses enabling environments for payment for forest ecosystem services schemes at different levels. It suggests best practices in integrating payments for ecosystem services in existing legislation. It also identifies factors for success in the design of payment for ecosystem services schemes, such as working in partnership and delivering multiple services from a single ecosystem.	UNECE and FAO	Financing forest management for ecosystem services
<a href="#">Payment for ecosystem services, Getting Started: A Primer</a>	The primer defines a four-step approach to setting up a payment for ecosystem services scheme, based on assessing ecosystem services and buyers, assessing institutional and technical capacity, structuring payment for ecosystem services agreements, and implementing the agreements.	Forest Trends, the Katoomba Group and UNEP	Financing forest management for ecosystem services
<a href="#">Learning from 20 years of Payment for Ecosystem Services in Costa Rica</a>	This guide outlines lessons learnt from a long-term payment for ecosystem services scheme in Costa Rica. It outlines recommendations for setting up similar schemes, including using simple indicators, considering differentiated payment levels and collecting data for continuous evaluation.	IIED	Financing forest management for ecosystem services
<a href="#">Financing sustainable forest management</a>	This brief identifies and describes different possible mechanisms for financing forest management, including payments for environmental services, indirect investment products and forest funds. It focuses on Latin America.	FAO	Financing forest management for ecosystem services
<a href="#">Finance for Forests Initiative</a>	Several factsheets on financing for forests, including forest bonds and REDD+.	Conservation International	Financing forest management for ecosystem services



Tool	Summary	Organisation	Category
<a href="#">Guide to conservation finance</a>	A review of different methods of financing conservation, including of forests. Methods include carbon markets, carbon taxes, payments for ecosystem services, revenue from tourism and recreation, compensation payments, environmental investment funds and others.	WWF	Financing forest management for ecosystem services
<a href="#">Improving forest renewal governance and law enforcement in Russia</a> (in Russian)	This report, focused on Russia, provides recommendations on how to improve the forest renewal regulatory framework, governance and law enforcement practice in Russia. It also provides an analysis of Forest Code amendments related to monitoring of forest renewal.	FLEG II	Law and policy
<a href="#">A guide to support the selection, design and implementation of natural water retention measures in Europe</a>	A guide with advice and examples on designing natural measures to retain water and reduce flood risk. It includes suggestions on integrating these measures into forestry plans and programmes.	European Commission	Managing forests for specific ecosystem services
<a href="#">Operational guidelines on ecosystem-based approaches to adaptation</a>	A step-by-step approach to using ecosystem-based approaches (including forest management and restoration) for climate change adaptation.	GEF	Managing forests for specific ecosystem services
<a href="#">Natural Infrastructure: Investing in Forested Landscapes for Source Water Protection in the United States</a>	This report outlines the scientific basis of links between forests and water, and provides guidance on identifying opportunities for use of forests in water management and financing this 'natural infrastructure', as well as a set of case studies.	WRI	Managing forests for specific ecosystem services
<a href="#">Natural and nature-based flood management: A green guide</a>	Advice on analysing flood risk, identifying flood risk management strategies using nature and engaging communities.	WWF and USAID	Managing forests for specific ecosystem services

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<a href="#">Integrated Biodiversity Assessment Tool (IBAT)</a>	A tool to help businesses address biodiversity considerations in decision making, including screening investments and operations, assessing risks, managing biodiversity impacts, and reporting on corporate performance. It provides a basic risk screening on biodiversity using an interactive mapping tool.	Birdlife, Conservation International, IUCN, UNEP, WCMC	Managing forests for specific ecosystem services
<a href="#">Managing forest operations to protect the water environment</a>	Advice for planners, practitioners and forest managers on ensuring that forestry operations do not negatively affect water environments and maintain the positive effects of forests on these environments.	Forestry Commission	Managing forests for specific ecosystem services
<a href="#">Forestry for a low-carbon future: Integrating forests and wood products in climate change strategies</a>	Options for climate mitigation in forest management and wood-based products, and outlines considerations for choosing the right mix of options.	FAO	Managing forests for specific ecosystem services
<a href="#">ROAM – Restoration Assessment Methodology</a>	ROAM is a methodology for assessing forest restoration potential and identifying priorities at sub-national or national scale.	IUCN	Restoring forest ecosystems
<a href="#">Rapid Benefit Indicators (RBI) Approach for ecological restoration</a>	A process for assessing social benefits of ecological restoration. It allows assessment of the distribution of social benefits and trade-offs.	US EPA	Restoring forest ecosystems

